

**How to Cite:**

Al- Qaruty, T. M., Dabbaghia, M. N., Shaban, E. A., & Al -Doori, J. (2022). The digital transformation of human resources and its impact on the organizational strategic sustainability: The mediating role of the conscious leadership. *International Journal of Health Sciences*, 6(S7), 4320–4344.  
<https://doi.org/10.53730/ijhs.v6nS7.12800>

# **The digital transformation of human resources and its impact on the organizational strategic sustainability: The mediating role of the conscious leadership**

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**Abstract**--This study aimed to identify the impact of digital transformation of human resources on achieving the organizational strategic sustainability through the conscious leadership as a mediating variable. This study adopted the descriptive analytical method to achieve its objective. The necessary data were collected by using a list that included several paragraphs related to the study's variables. The annual reports of the study's sample of three Jordanian Islamic banks were reviewed. The data of the study covered for the period 2017-2020. Results of the study showed a presence of a statistical significant impact of the digital transformation of human resources on achieving the organizational strategic sustainability in the Jordanian Islamic banks. It also indicated a statistical significant impact of the digital transformation of the human resources on the organizational strategic sustainability through mediating the conscious leadership in the Jordanian Islamic banks. The study recommends paying more attention to the digital transformation of human resources in the Islamic banks and enhancing the values of

the conscious leadership and including them within the strategic plans of the banks.

**Keywords**---the digital transformation of human resources, the conscious leadership and the organizational sustainability

## **Introduction**

The recent developments and changes arising from the massive information revolution in all fields prompted organizations to reconsider their traditional business models, which require them to respond appropriately to these changes at the professional and organizational levels. Accordingly and as a result of the impact of the Corona pandemic during the past two years, and the consequent necessity of the digital transformation of organizations with all their internal functions, it has become imperative for them to provide qualified human resources to meet these challenges and to show the ability to change and conduct their work at the required level and appropriate planning in the drawn strategies. Thus, the digital transformation of human resources has become an important topic that must be addressed and its impact shall be studied in depth to reflect the reality of the current situation of the contemporary organizations at the present time.

From this standpoint, the issue of business continuity of organizations and making efforts towards organizational strategic sustainability has become one of the topics with a future orientation and a turning point in the organizations' march and an integral part of the unity of their general objectives. Organizations and their leaderships shall be aware of the importance of this sustainability in an effort to set plans that achieve them in successful ways. The organizational strategic sustainability requires organizations to be fully compatible with social, economic and environmental issues and work hard in return for reducing the chances of their failure. Accordingly, resources shall be available and utilized to the fullest extent; strategic decisions shall be taken and operational and tactical initiatives shall be carried out to support this orientation and to help them achieve their objectives. From this point of view, the role of the human resources and their digital transformation comes in supporting the organizations' work and the speed of response through the digitization available to all of their components and levels under the leadership that is able to influence positively and that is aware of what is happening within the environment in which they operate.

Accordingly, the current study attempts to link both the digital transformation of human resources and the organizational strategic sustainability with mediating the conscious leadership in the Jordanian Islamic banking sector. The digital transformation can be considered as the future orientation for most international banks and an essential requirement in ensuring their strategic organizational sustainability, in addition to what the conscious leadership offers in terms of working methods through which it is possible to balance between the digital transformation of human resources through a positive impact on the one hand and ensuring sustainability on the other hand.

### **The problem of the study**

The problem of the current study is concerned with the challenges that the Jordanian Islamic banks face in achieving the organizational strategic sustainability, which in the digital age requires more qualifications and human expertise to obtain it. Digital transformation has become one of the processes that witnessed a lot of intensive efforts by banks in general, due to the pivotal role they play in supporting the Jordanian economy and providing well-being to societies. This is done through providing banking services and products of an electronic digital nature which responds to the needs of the markets and the current generations with extensive technical knowledge. Therefore, these banks shall have leadership that is aware of the need to support sustainability initiatives in all of its economic, environmental and social forms.

From this point, the study of (Fenech et al., 2019; Demir, 2019; Vardarlier & Ozsahin, 2021) recommended the necessity of adopting the digital transformation of human resources in contemporary business organizations. Meanwhile, the study of (Bresciani et al., 2021; Matarazzo et al., 2021) indicated that the digital transformation of human resources increases the ability of the change processes that have a strategic nature and provides flexible business models that have the ability to respond to complex and dynamic environment variables (Mendonça & Andrade, 2018; Cannas, 2021). The study of (Garza, 2013; Batista & Francisco, 2018; Ivory & MacKay, 2020) also indicated that achieving the organizational strategic sustainability requires organizations to make more efforts and launch targeted initiatives towards the environment in which they operate (Amui et al., 2018; Sroufe, 2017). Moreover, the study of (Lopes, 2017; Inigo & Albareda, 2019) confirmed that sustainability has a prominent role in developing organizations and granted them a firm position in societies at all levels and fields (Broman & Robèrt, 2017; Dzhengiz, 2020).

In the same context, the study of (Pillay & Sisodia, 2011; Marinčič & Marič, 2018; Benea, 2018) confirmed that the conscious leadership increases the overall capabilities of organizations and supports them to increase their effectiveness in a remarkable way (Marques, 2021; Dufrene, 2021). This leadership supports the personal values and beliefs of the working people, which are reflected positively in their acceptance of the strategic decisions and the change process, including the digital transformation of human resources (Bresciani et al., 2021). However, the conscious leadership can ensure sustainability through the characteristics that leaders have in order to ensure the continuity and survival of organizations (Lokhande et al., 2019). The study assumes that mediating the conscious leadership between the digital transformation of human resources and the organizational strategic sustainability can bring outcomes that have a positive impact on the Jordanian Islamic banks which is the focal point of the study.

Accordingly, the aim of the study can be achieved by asking a number of questions as follows:

### **The questions of the study:**

In light of the problem of the study, the study can achieve its purpose by answering the following questions:

- 1- What is the level of the digital transformation of human resources in the Jordanian Islamic banks?
- 2- What is the level of the organizational strategic sustainability in the Jordanian Islamic banks?
- 3- What is the level of the conscious leadership in the Jordanian Islamic banks?
- 4- What is the impact of the digital transformation of human resources in achieving the organizational strategic sustainability in the Jordanian Islamic banks?
- 5- Is there an impact for the digital transformation of human resources in enhancing the conscious leadership of employees in the Jordanian Islamic banks?
- 6- Is there an impact for the conscious leadership in achieving the organizational strategic sustainability in the Jordanian Islamic banks?

### **Hypotheses of the study:**

Based on the problem and the questions of the study, the study formulated several hypotheses to answer these questions as follows:

**The main hypothesis:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) for the digital transformation of human resources in achieving the organizational strategic sustainability through mediating the conscious leadership in the Jordanian Islamic banks.

- **(HO1) The first main hypothesis:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) for the digital transformation of human resources in achieving the organizational strategic sustainability in the Jordanian Islamic banks.
- **(HO2) The second main hypothesis:** There is no statistically significant impact at the level of significance ( $\alpha = 0.05$ ) for the organizational strategic sustainability in enhancing the conscious leadership in the Jordanian Islamic banks.
- **(HO3) The third main hypothesis:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) for the conscious leadership in achieving the organizational strategic sustainability in the Jordanian Islamic banks.

### **Theoretical framework and previous studies**

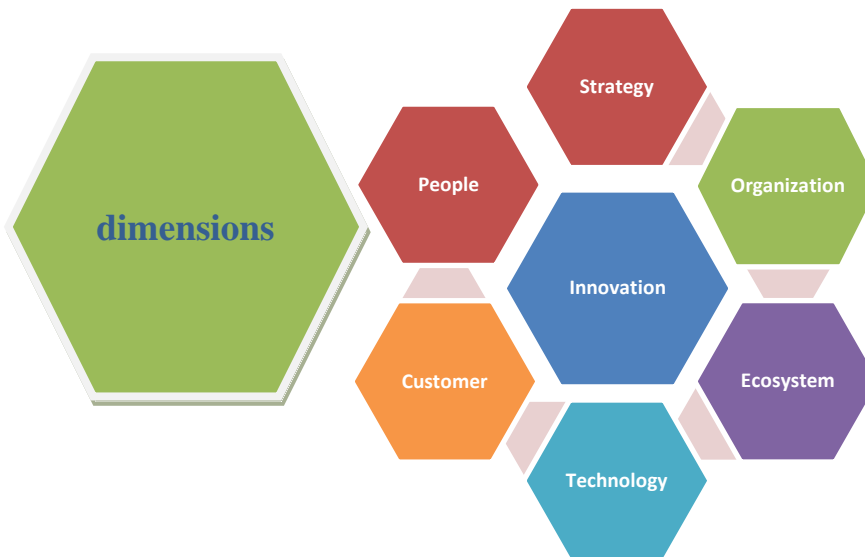
The digital transformation in organizations is one of the most prominent contemporary concepts that researchers in various fields are now addressing. It is referred to as the process of changing business and job strategies and applying flexible data-based management models to encounter competitiveness and meet and respond to the requirements of the rapidly changing environment, including design, manufacturing, marketing, sales, human resources and operational work systems (Ulas, 2019 ; Schallmo et al., 2020). According to what was presented by Osterwalder and Pigneur (2010), digital business models can be described as a path for how companies can benefit from the digital transformation process and present it in nine (9) main axes, namely: identifying customer segments, managing their relations, services or products delivery channels, valuable suggestions, sources of income, core activities, key partners, cost structure and basic resources (Genzorova et al., 2019). Accordingly, human resources are one of the important components and elements in the process of change and digital transformation, which makes it imperative for companies to prepare employees for this change and invest in their human capital (Jabil, 2019; DeNisco, 2019).

Some indicate that the biggest challenges that companies will encounter in the coming years is the presence of professional work teams who can work within the digital environment derived from the digital transformation (Ismail et al., 2017). This will inevitably require modifying the mechanism of people management in companies in order to facilitate the process of cultural change to deal with new digital business patterns and models. This will inevitably require modifying the mechanism of managing individuals in companies in order to facilitate the process of cultural change to deal with the new digital work patterns and models (Nicolás et al., 2021). Therefore, the practices of human resource management in the digital age are considered an instrument and a means to achieve the digital strategy through its proposed objectives (Porfirio et al., 2021), which aim to find practices by employees that achieve the company's objectives through influencing, developing skills and modifying their behaviors to suit the desired digital transformation (Prieto et al., 2014; Schwarzmüller et al., 2018).

In the same context, Hemanth (2021) believes that employees who work at all levels of the organization must feel comfortable and accept digital technology, as digitization is a catalyst for business improvement and employee enrichment to help them perform their work at a faster pace. Accordingly, digital transformation must be given the utmost importance in organizations and consider it an integral part of the approved strategic approach, whereby the senior management is responsible for making critical decisions to include it appropriately in order to enhance the work of the organization and to be at the top of its future strategic priorities (Hemanth, 2021 ). Therefore, the digital transformation process is one of the successful experiences and approaches to modern business management, which ensures sustainability in the activities of organizations and ensures innovation and continuous updating in business models. Porfirio (2017) indicates that innovation and wise conscious leadership make organizations more prepared for digital transformation (Porfirio et al., 2021), and that human resources in digital transformation contribute greatly to ensuring competitiveness and are

considered strategic assets through which sustainability of a strategic nature in organizations is ensured (Hemanth, 2021; Schroeder, 2013).

### The dimensions of digital transformation



#### Source:

Ivančić, L., Vukšić, V. B., & Spremić, M. (2019). Mastering the digital transformation process: business: practices and lessons learned. *Technology Innovation Management Review*, 9(2).

The previous figure indicates the most prominent dimensions of digital transformation confirmed by previous studies as practices that can be used by organizations to enhance the digital transformation and support the accompanying organizational changes so that they can be adopted as individual dimensions of the digital transformation variable for human resources in this study.

- 1- **The strategy:** Organizations have to develop their strategies according to the requirements of their digital transformation process, so that the strategy must include the participation of digital vision as an important factor to reach the digital transformation (Ivančić et al., 2019).
- 2- **The people and the human resources:** In order to develop the digital culture that supports the digital transformation, organizations have to take special measures to provide their human resources with digital skills and encourage them to the culture of knowledge sharing in the work environment (Westerman et al., 2012; Kane et al., 2015)
- 3- **The organization:** The aim of the digital transformation must be covering all parts of the organization so that it cannot take place separately, as this

transformation requires organizations to include and replace some employees from other departments within the unit or the digital transformation department if it is established. This distribution process enhances the digital spirit in the organization and contributes to its inclusion within the business or alongside the information technology unit (Fenech et al., 2019).

- 4- **The customers:** The quality of services and products is one of the most prominent considerations in contemporary organizations due to the nature of their business, whereby the digital transformation process aims to design digital solutions that can be used to respond to the desires and needs of customers quickly, as services are designed to provide a better experience for customers and create new value for them, taking into account the characteristics of markets (Gil-Gomez et al., 2020). Thus, adopting the digital transformation has led to providing some services to customers around the clock based on the Internet as well as providing interactive technical support to them and providing the necessary data or information via the network. Moreover, the digital solutions led to an improved understanding of customer behavior through the reports of the used systems and their outputs (Kane et al., 2015; Kotarba, 2018).
- 5- **The ecosystem:** The digital transformation aims in most cases to create an organizational business atmosphere where the customers are considered as partners of the organization, especially in many sectors such as communications, marketing and services based on the Internet of things (IoT) and big data. Therefore, Digitization enhances cooperation with all parties, whether other organizations or other actors (Pelletier & Cloutier, 2019; Al-Alawi et al., 2021).
- 6- **The technology:** The technology is closely related to the process of digital transformation, as this basic technology is represented in mobile devices, cloud computing, Internet of things, big data and social media (Vardarlier & Ozsahin, 2021). As organizations seek to enhance their flexibility, improve their environmental response capabilities, and reduce human errors in their efforts to digitize their customer-oriented operations, which may achieve better satisfaction with services (Amladi, 2017).
- 7- **The innovation:** The human resource managements in the contemporary organizations encourage their human resources to generate innovation strongly whereby these managements are keen on conveying their ideas to supervisors through various channels. Thus, it is necessary to take into account the initiatives of the younger employees, as they are more knowledgeable in information technology, and the openness of the upper management to new ideas is a gateway to innovation. It is also an effective method for achieving employee satisfaction and enhancing their ability and self-confidence, which makes innovation a sustainable, continuous and beneficial process in achieving value for the organization (Al-Alawi et al., 2021).

Therefore and according to the foregoing, the current study suggests that there is a positive relation between the variables through the following first hypothesis:

- **(HO1) The first main hypothesis:** There is no statistically significant impact at the level of significance ( $\alpha < 0.05$ ) for the digital transformation of human resources in the organizational strategic sustainability in the Jordanian Islamic banks.

**Second: The organizational strategic sustainability:**

The contemporary organizations consider the concept of strategic sustainability with the organizational dimension as one of the important elements in their work, whereby the efforts made to translate the concept of sustainability into better performance shall contribute to these organizations. As this concept is still being explored experimentally and based on the perspective of the resources, it makes it a fertile field for further in-depth research. The past years have witnessed an increasing number of organizations that became committed to the strategic sustainability as an integral part of their plans towards the future (Luzzini et al., 2015; Gimenez et al., 2012; Gunasekaran & Spalanzani, 2012). Some believe that strategic sustainability at the present time has reached a turning point with the organizations witnessing a shrinkage in their average life, as the quest to achieve the continuity and sustainability of organizations from an organizational strategic approach has become indispensable in the rapidly evolving environment, as organizations are struggling to initiate sustainability plans in a way appropriate to their work (Dhanda & Shrotryia, 2020).

Similarly, the many crises faced by the business environment, especially the recent global financial crisis (Chofreh., 2021) and the Covid-19 pandemic, have raised many basic questions about sustainability in the business models of current organizations and the economy as a whole. These crises have led to a growing feeling that organizations, through their strategies and organizational structures, should play a greater role in addressing global issues and crises appropriately, in order to build a sustainable business economy (Shammi et al., 2021; Haque, 2021). These crises have compelled the researchers and academics to direct their attention towards the role of organizations in sustainability in a comprehensive way that includes all components, elements and resources of organizations, whether material or human.

(Hart, 1995, p991) defined sustainability as “all the opportunities available to organizations to be exploited in order to create a competitive advantage through capabilities that facilitate their economic activities and to ensure their continuity in the future in a strategic way”. It can also be defined as those development and development mechanisms that meet the needs of the organization at the present time and in the future (Arora et al., 2020). Sustainability can also be defined as “the environment created by humans, which is compatible with the natural environment and the human social dimension and in a way that responds directly to the needs and interests of the current and future generations, which ensures achieving the strategic sustainability with a future dimension” (Porter and Reinhardt, 2007, p. 22).

Accordingly, many studies have emphasized the importance of organizational strategic sustainability, including its role in achieving the goals of organizations and glorifying their value, prosperity and progress for all parties of interests and society as a whole. Sustainability has a new perspective and approach where the economic, social and environmental aspects are integrated constantly by organizations to create shared value for all stakeholders (Gibson & Wong, 2011; Mair & Laing, 2013). Most of the studies focused on sustainability management and its prominent role regarding the economic, social and environmental issues resulting from the work of organizations and their strategies.

The organizational strategic sustainability can be represented in the organizations through the framework of their work and strategies that are affected by the established attitudes and culture, as these organizations are supposed to have a vision, mission and objectives and seek to achieve them in the context of strategic elements. Therefore, there must be a connection between the concept of sustainability and strategy and its functional, tactical and organizational objectives. From this point, the strategic sustainability must be derived from the comprehensive strategies of organizations that are implemented actually on the ground. It is necessary to develop a group of strategic sustainability initiatives within the framework of the comprehensive strategic decision-making process in organizations referred to previously, which is represented in the economic, environmental and social initiatives (Islam et al., 2018; Nawaz & Koç, 2019; Kiesnere & Baumgartner, 2019).

### **Dimensions of the organizational strategic sustainability**

There are many dimensions that can be considered as possible classifications of the organizational strategic sustainability, which can be considered as a triple outcome of sustainability (economic, environmental and social) and are linked to strategies and operational and tactical activities at the level of organizations (Labuschagne, et al., 2005; Sarkis et al., 2006). The dimensions are classified as follows:

#### **1- The economic sustainability:**

The sustainability with an economic or commercial dimension can be considered as all programs through which the interaction of the organization with the customers and the market sectors which can be measured contribute to achieving financial and profitability goals (Garza, 2013; ). Therefore, it is necessary to present direct strategic measures of financial and business performance, such as present value, return on investment, profitability rates, inventory turnover, profit margin, cost reduction and other indicators (Linkov et al., 2018).

#### **2- The environmental sustainability:**

The environmental dimension of sustainability includes the extent to which organizations are able to provide strategic initiatives such as proactive regulation of the environment, waste reduction, improving compliance with laws, ensuring more green products or services, saving energy, relying on clean energy and other

strategies that support the preservation of the environment (Schroeder, 2012; Arora et al., 2020).

### **3- The social sustainability:**

The social sustainability includes all organizational strategic initiatives undertaken by organizations towards improving their ability to find sustainable development for their human resources and to ensure their satisfaction and stability and the extent of stakeholder participation and involvement in these initiatives, as organizations seek to improve the level of education in communities and reduce unemployment through employment. They also develop special strategic social programs directed to the community in a way that guarantees their sustainability and achieves their objectives in continuity (Inigo & Albareda, 2019; Moldavanova & Goerdel, 2018). Therefore, the following hypothesis can be formulated:

**(HO2) The second main hypothesis:** There is no statistically significant impact at the level of significance ( $\alpha=0.05$ ) for the organizational strategic sustainability in enhancing the conscious leadership in the Jordanian Islamic banks.

### **Third: The conscious leadership**

The conscious leadership is one of the relatively recent concepts in the Applied Leadership Science. The leadership awareness has become a new stage of the complex leadership stages that have developed over recent decades. This makes it a fertile environment for in-depth research. The new capabilities of the human resource such as increasing the cognitive performance, focusing on understanding emotions and enhancing personal and collective awareness are concepts that increase the overall capabilities of organizations, which in turn lead to a significant increase in the leadership effectiveness recently (Strang & Kuhnert, 2009; Torbert, et al., 2004). Therefore, it seems that leaders who have unique abilities that others do not have in terms of awareness can enhance the response of their organizations to complex challenges in light of the dynamic and turbulent environment (Brown, 2012).

Conscious leadership is defined in many ways according to the aspect from which it is considered. It can be defined as a philosophy based on value borrowed from the business world (Hayden & de Jager, 2011). It can also be defined as an inherent theory concerned with an individual's ability to understand and process information in order to generate meaning and a proper understanding of it through specific skills (Brazdau & Mihai, 2011).

Meanwhile, Hayden & de Jager, (2010) asserts that the conscious leadership is the leader's ability to understand the context and the critical thinking along with mental development at the same time. The conscious leaders are described as self-aware, self-governing, and skilled to elicit criteria for adequate leadership performance within their organizations, being more aware, which gives them the ability to deliberately choose the things they perceive (Jones, 2012).

Perhaps one of the most prominent characteristics of the conscious leadership is the leader's ability to take a close look at the systems and the unified vision that they seek to implement. They are also able to manage conflicting frameworks and environments and points of view with an emotional dimension at the same time and accept self and others without personal judgment or bias towards them. This means that they are able to reach the intuition and the rational perception as an effective tool; the ability to express feelings of tolerance with others and to engage in situations of uncertainty cooperatively to reach the participation of others and push them within the unity of purpose, vision and mission to achieve the future objectives (Cook-Greuter, 2005; Joiner & Josephs, 2007; Nicolaidis, 2008). Moreover, the conscious leadership takes place through learning and the cognitive transformation of leaders, not just a change in behavior. The more aware leaders are, the greater their ability to achieve information and resources and the better they make strategic decisions and choices. Thus, Hayden & de Jager (2010) indicate that most conscious leaders develop a great sense of unity and feel motivated to act with full responsibility.

From this perspective, the organizations that seek to implement initiatives of change for sustainability strive greatly to have strong, courageous and conscious leadership to push these initiatives, which contribute to bridging parts of the gap in the actual application of sustainability and its initiatives and effective participation in them (Torbert, et al., 2004; Cox, 2005; van Velsor, 2009; Brown, 2012). The conscious leaders are considered as holistic people who understand that the leadership is not just about influencing others, but that they need to be courageous, committed, have a sense of strategic sustainability and sustainable development in order to develop their own leadership practices towards the future (Sandein, 2001; Allen & Cherry, 2000).

#### **Dimensions of the conscious leadership:**

- 1- **Mindfulness:** It means that the leader plays a pivotal role in his life by taking measures when necessary, as the leader's decision is the spur of the moment and he/she has to face difficult situations and threats and to interact with the fears surrounding him/her or cases of anger with wisdom (Ward & Haase, 2016).
- 2- **Expanded Consciousness:** It provides a new perspective on leaders' experiences through which leaders' choices and response can be changed, which helps to deal with situations, increases learning and assessment and develops their own capabilities. The expanded awareness also contributes and supports the conduct of the required experiments, even if they do not go as planned, as it is an opportunity for learning where the conscious leaders focus on the objectives and view them as an opportunity for successful learning and development. Those leaders also seek to increase learning experiences and influence positively the behaviors, values and thinking of others, which leads to achieving a common and unified objective for all (Thompson, 2022; Johnson et al., 2022).
- 3- **The human experience:** Most of the time, the conscious leaders are keen on realizing the human experience, which is somewhat complex, as every

day provides people with an opportunity to do what is new. The conscious leader also takes the initiative to explore the problems facing people and their sources and correct them as much as possible (Armstrong & McCain, 2021). Everyone has a different personality, personal ways and habits that include feelings and beliefs, which can be affected as a result of personal experiences, as the belief in the experience is both positive and negative. Therefore, awareness requires an expanded view of experiences and situations to determine the benefit or the positive result from them, especially since it depends on the awareness of the leaders (Troy et al., 2021).

- 4- **The perceptual filters:** They can be considered as a pair of colored lenses, whereby the person who wears them will see by their color; therefore these filters will affect how they act or react to any particular experience (Leroy et al., 2018).
- 5- **The context:** It refers to a group of circumstances or influencing factors and the facts that surround the events and situations experienced by the conscious leader. It is a unique case characterized by the free will to make decisions and accept the incident situations according to the culture, norms and the standards prevailing in the organization (Brown, 21012).

**(HO3) The third main hypothesis:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) for the conscious leadership in achieving the organizational strategic sustainability in the Jordanian Islamic banks.

### Methodology Study

In order to achieve the objectives of the current study and answer its questions, the researcher used the descriptive analytical method to describe the phenomenon under study, which was represented in the digital transformation of human resources and its impact on the organizational strategic sustainability by mediating the conscious leadership in the Jordanian Islamic banks. The study relied on the qualitative approach to find the relation between the variables of the study and the interpretation of its results.

### The population & sample of the study

The population of the study consisted of all the three Jordanian Islamic banks, as shown in the following table:

**Table No. (1): Jordanian Islamic Banks <sup>(1)</sup>**

No.	The name of the bank	The date of foundation
1	The Jordan Islamic Bank	1978
2	The Islamic International Arab Bank	1997
3	The Safwa Islamic Bank	2009

\*

<sup>(1)</sup> Association of Banks in Jordan <https://www.abj.org.jo/Pages/viewpage?pageID=69>

The sample of the study consisted of all the Jordanian Islamic banks. Therefore, it is a comprehensive sample for all members of the society.

### The statistical analysis

#### 1. The suitability of the study's model

##### A) The correlation matrix

To identify the nature of the relation between the variables of the study in terms of the degree of correlation and the direction of the relation, the Pearson correlation coefficient was calculated as shown by the results below:

**Table No. (1) The correlation matrix: Pearson**

	<b>The digital transformation of human resources</b>	<b>Achieving the organizational strategic sustainability</b>	<b>Enhancing the conscious leadership</b>
<b>The digital transformation of human resources</b>	1		
<b>Achieving the organizational strategic sustainability</b>	.420	1	
<b>Enhancing the conscious leadership</b>	.276	.562	1

The above table indicates that there is a positive relation between achieving the organizational strategic sustainability and the digital transformation of the human resources, where the value of the Pearson correlation coefficient was (0.420). There is a positive relation between enhancing the conscious leadership and the digital transformation of human resources, as the value of the Pearson correlation coefficient was (0.276). There is also a positive relation between enhancing the conscious leadership and achieving the organizational strategic sustainability, as the value of the Pearson correlation coefficient was (0.562).

##### B) The stationary

**Table no. (2) The stationary**

<b>Variable</b>	<b>T value</b>	<b>Sig</b>	<b>Result</b>
<b>The digital transformation of human resources</b>	-15.322	0.000	The variable is stationary at the level
<b>Achieving the organizational strategic</b>	-11.923	0.000	The variable is stationary at the level

<b>sustainability</b>			
<b>Enhancing the conscious leadership</b>	-17.299	0.000	The variable is stationary at the level

Table concerning the results of the unit root used by Levin, Lin, & Chu (LLC), shows that the level of statistical significance for all variables was less than (0.05). This means rejecting the assumption that there is no stationary and confirming that the data are static at the level.

### **C) The estimation of the model**

The nature of the study, which dates back to a number of years and for several banks, formulates a (Panel Data), which requires an estimate of the appropriate model for testing such data, as it consists of time series and cross-sectional data. This can be achieved by comparing the results of three models, namely:

- The pooled OLS regression Model
- The fixed effect or LSDV Model
- The random effect

The multiple regression was extracted according to the three models by using the (e. views) software,, then a comparison was made between the models by using (Hausman Test) to identify the most suitable model. Table no. (3) below shows the results as follows:

**Table no. (3)  
The results of Hausman test for differentiation between models**

<b>Hypothesis</b>	<b>Chi-Sq</b>	<b>Prob</b>	<b>suitable model</b>
<b>H01</b>	8.40	.038	fixed effect model
<b>H02</b>	8.150	0.004	fixed effect model
<b>H03</b>	6.178	0.010	fixed effect model
<b>H04</b>	4.221	0.021	fixed effect model

It is clear from the above table that the most suitable model is the fixed effect model, whereby the (P) values were statistically significant for all models.

## **2. The descriptive statistics**

### **The digital transformation for the human resources**

<b>No.</b>	<b>Item</b>	<b>Arithmetic mean</b>	<b>Standard deviation</b>
<b>1</b>	The bank holds training courses for its human resources on an ongoing basis.	<b>0.976</b>	<b>0.151</b>

<b>2</b>	The bank holds e-training courses for its human resources.	<b>0.393</b>	<b>0.489</b>
<b>3</b>	The bank is keen on developing & updating the digitization of banking technologies.	<b>0.563</b>	<b>0.441</b>
<b>4</b>	The bank strives to provide employees with IT skills.	<b>0.793</b>	<b>0.456</b>
<b>5</b>	The bank has a special e-human resource management system.	<b>0.910</b>	<b>0.286</b>
<b>6</b>	The bank has a technology-based business continuity plan.	<b>0.433</b>	<b>0.178</b>
<b>7</b>	The bank has a special IT governance committee.	<b>0.800</b>	<b>0.400</b>
<b>8</b>	The bank is keen on adopting a special budget for the digital information technology resources and the projects in line with its strategies.	<b>0.866</b>	<b>0.340</b>
<b>9</b>	The bank seeks to include e-human resource systems in its plans.	<b>0.350</b>	<b>0.477</b>
<b>10</b>	The bank is keen on qualifying its human resources towards the offered e- banking products and services.	<b>0.766</b>	<b>0.423</b>
<b>11</b>	The bank has a special department for customer service around the clock.	<b>0.400</b>	<b>0.490</b>
<b>12</b>	The bank is keen on increasing the quality levels in the e-banking services through human resources.	<b>0.800</b>	<b>0.400</b>

The above table shows that the arithmetic mean values of the items related to the digital transformation of human resources in the Jordanian Islamic banks ranged between (0.350-0.976). The item that stipulates “the bank holds training courses for its human resources on an ongoing basis” achieves the highest arithmetic mean, while the item that says “the bank seeks to include e- human resource systems in its plans” achieves the lowest arithmetic mean.

#### **Achieving the organizational strategic sustainability**

<b>No.</b>	<b>Item</b>	<b>Arithmetic mean</b>	<b>Standard deviation</b>
<b>1</b>	The bank is keen on developing continuously its strategies.	<b>0.796</b>	<b>0.403</b>
<b>2</b>	The bank is developing	<b>0.700</b>	<b>0.459</b>

	constantly its organizational structure.		
<b>3</b>	The bank sets special indicators to measure the efficiency & effectiveness of its operational performance.	<b>0.746</b>	<b>0.435</b>
<b>4</b>	The bank has special initiatives to support the local community within its strategies.	<b>0.713</b>	<b>0.452</b>
<b>5</b>	The bank discloses its financial results to all related parties.	<b>0.603</b>	<b>0.490</b>
<b>6</b>	The bank is keen to launch initiatives towards environmental issues within its strategic plans.	<b>0.403</b>	<b>0.491</b>
<b>7</b>	The bank provides continuously products & services with a social and charitable dimension.	<b>0.706</b>	<b>0.456</b>
<b>8</b>	The bank adopts the concept of alternative & clean energy within its strategies.	<b>0.406</b>	<b>0.492</b>
<b>9</b>	The bank pays attention to societal issues and is a key partner to the government.	<b>0.603</b>	<b>0.490</b>
<b>10</b>	The bank has a special department that deals with social responsibility.	<b>0.533</b>	<b>0.499</b>
<b>11</b>	The bank has a special department that deals with research & development.	<b>0.480</b>	<b>0.500</b>
<b>12</b>	The organizational structure in the bank is compatible with the requirements of the digital age.	<b>0.593</b>	<b>0.492</b>

The above table shows that values of the arithmetic mean of the items related to the digital transformation of human resources in the Jordanian Islamic banks ranged between (0.403-0.796). The item that stipulates “The bank is keen on developing continuously its strategies.” achieves the highest arithmetic mean, while the item that says “The bank is keen on launching initiatives towards the environmental issues within its strategic plans.” achieves the lowest arithmetic mean.

**The conscious leadership**

<b>No.</b>	<b>Item</b>	<b>Arithmetic mean</b>	<b>Standard deviation</b>
<b>1</b>	The senior management is keen on increasing the employees' knowledge performance.	<b>0.685</b>	<b>0.231</b>
<b>2</b>	The senior management of the bank seeks to enhance & to consolidate values among the employees.	<b>0.542</b>	<b>0.403</b>
<b>3</b>	The leaders in the bank pay attention to the personal and emotional aspects of the employees.	<b>0.396</b>	<b>0.629</b>
<b>4</b>	The bank seeks to involve the employees in making strategic decisions.	<b>0.465</b>	<b>0.733</b>
<b>5</b>	The bank has specific and clear strategic objectives.	<b>0.831</b>	<b>0.270</b>
<b>6</b>	The leaders in the bank adopt clearly the principle of experience at work.	<b>0.455</b>	<b>0.862</b>
<b>7</b>	The bank seeks to promote the values of independence & empowerment among its employees.	<b>0.732</b>	<b>0.662</b>
<b>8</b>	The bank provides employees with the necessary information to carry out the work to the fullest extent.	<b>0.924</b>	<b>0.311</b>
<b>9</b>	The view of leaders in the bank is comprehensive and includes strategic dimensions.	<b>0.731</b>	<b>0.854</b>
<b>10</b>	The bank leaders strive to improve the employee's experiences.	<b>0.625</b>	<b>0.241</b>
<b>11</b>	The bank leaders deal with the situations and the threats efficiently and effectively.	<b>0.812</b>	<b>0.446</b>
<b>12</b>	The leaders influence the subordinate individuals positively, which motivates them to perform their jobs efficiently.	<b>0.718</b>	<b>0.386</b>

The above table shows that the values of the arithmetic mean of the items related to the digital transformation of the human resources in the Jordanian Islamic banks ranged between (0.396-0.924). While the item that stipulates “The bank provides the employees with the necessary information to carry out the work to the fullest extent.” achieves the highest arithmetic mean, the item that says “Leaders in the bank pay attention to the personal and emotional aspects of employees.” achieves the lowest arithmetic mean.

### 3. Results of test’s hypothesis

#### Result of the first test’s hypothesis

- **(HO1):** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) for the digital transformation of the human resources in the organizational strategic sustainability.

Model Summary			Variation analysis		Regression coefficients					
R	R <sup>2</sup>	Adj. R <sup>2</sup>	F	Sig	Variable	B	Std. Error	Beta	t	Sig
0.147	0.176	0.420	6.000	0.21	Fixed	-4.888	1.942		-2.517	0.018
					The digital transformation of human resources	0.201	0.082	0.420	2.450	0.021

The table above shows the significance of the model, where the value of (f) was (6.00) and with a level of statistical significance of (0.021). It also shows that the value of (t) was (2.450) and at a level of statistical significance of (0.021). This means that the null hypothesis that states “There is no statistically significant impact at a significant level of ( $\alpha \leq 0.05$ ) for the digital transformation of human resources in achieving the organizational strategic sustainability in Jordan Islamic banks” is not accepted. Therefore, the alternative hypothesis which states that “There is a statistically significant impact at a significant level of ( $\alpha \leq 0.05$ ) for the digital transformation of human resources in achieving the strategic sustainability in Jordan Islamic banks.” is accepted.

#### Result of the second test’s hypothesis

- **(HO2):** There is no statistically significant impact at the level of significance ( $\alpha = 0.05$ ) for the organizational strategic sustainability in enhancing the conscious leadership in the Jordanian Islamic banks.

Model Summary			Variation analysis		Regression coefficients					
R	R <sup>2</sup>	Adj. R <sup>2</sup>	F	Sig	Variable	B	Std. Error	Beta	t	Sig
0.641	0.411	0.390	19.55	0.000	Fixed	-84.07	18.690		-4.499	0.000
					The organizational strategic sustainability	91.57	20.708	0.641	4.422	0.000

The table above shows the significance of the model, where the value of (f) was (19.55) and with a level of statistical significance of (0.000). It also shows that the value of (t) was (4.422) and at a level of statistical significance of (0.000). This means that the null hypothesis that states “There is no statistically significant impact at a significant level of ( $\alpha=0.05$ ) for the organizational strategic sustainability in achieving the conscious leadership in the Jordanian Islamic banks” is not accepted. Therefore, the alternative hypothesis which states that “There is a statistically significant impact at a significant level of ( $\alpha=0.05$ ) the organizational strategic sustainability in achieving the conscious leadership in the Jordanian Islamic banks.” is accepted.

### Result of the third test's hypothesis

- **(HO3):** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) for the conscious leadership in achieving the organizational strategic sustainability in the Jordanian Islamic banks.

Model Summary			Variation analysis		Regression coefficients					
R	R <sup>2</sup>	Adj. R <sup>2</sup>	F	Sig	Variable	B	Std. Error	Beta	t	Sig
0.660	0.435	0.434	96.09	0.000	Fixed	1.627	0.95		17.073	0.000
					The conscious leadership	0.496	0.029	0.660	17.207	0.000

The table above shows the significance of the model, where the value of (f) was (96.09) and with a level of statistical significance of (0.000). It also shows that the value of (t) was (17.207) and at a level of statistical significance of (0.000). This means that the null hypothesis that states “There is no statistically significant impact at a significant level of ( $\alpha \leq 0.05$ ) for the conscious leadership in achieving the organizational strategic sustainability in the Jordanian Islamic banks” is not accepted. Therefore, the alternative hypothesis which states that “There is a statistically significant impact at a significant level of ( $\alpha \leq 0.05$ ) for the conscious

leadership in achieving the organizational strategic sustainability in the Jordanian Islamic banks.” is accepted.

## Conclusion

The results of the study showed the presence of a statistical significant impact of the digital transformation of human resources on achieving the organizational strategic sustainability in the Jordanian Islamic banks. It also showed a statistical significant impact of the digital transformation of the human resources on the organizational strategic sustainability through mediating the conscious leadership in the Jordanian Islamic banks.

The study recommends paying more attention to the digital transformation of the human resources in Islamic banks and enhancing the values of the conscious leadership and including them within the strategic plans of the banks.

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